
Communication Plan

A plan identifying major communication objectives, audiences and activities in support of the Change Management Plan for the National Institutes of Health Business and Research Support System (NBRSS)

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1 Background

The National Institutes of Health (NIH), after an extensive evaluation of its administrative processes and its current information technology support, has decided to implement an Enterprise Resource Planning (ERP) system, known as the NIH Business and Research Support System (NBRSS) to enhance administrative support to its biomedical research mission and to replace aging legacy computer support systems. Beyond being an automation effort, this project seeks to combine the latest technology with proven best practices and to provide a new level of support to research. Given that the new technology and business processes will require significant change throughout the NIH, it is critical that effective communications are an integral part of the Implementation Plan and the Change Management Plan.

Research has shown that a comprehensive communications structure is a critical success factor in large-scale change initiatives involving ERP implementations. The NIH has determined that organizations that have implemented an ERP have strongly emphasized that the lack of communications adversely affected their system implementations in varying degrees - from delaying rollout of some functional areas to project failure. For reasons outlined in the NBRSS Business Case, the NBRSS project team is committed to the development and implementation of a project Communication Plan to support open, honest, and regular project communications flowing in various directions of the organization. Because communication represents one component of the change management process, the Communication Plan acts an extension of the existing NBRSS Change Management Plan (CMP).

Communications must seek to create and maintain awareness of, and commitment to, the business and personal change that the NBRSS represents. Therefore, individuals must understand:

- *Why* the NIH has chosen to implement a new system,
- *How* it will affect their work,
- *What* they will need to do to successfully transition to the new system,
- *Who* will receive communication and *when*.

Targeted, frequent, and timely communications will help to achieve this goal.

2 What is Communication?

For the purposes of this plan and the NBRSS implementation effort, communications has been defined as: *an integrated approach to conveying clear, consistent and timely information to stakeholders who can affect the success of NBRSS.*

In order to be effective, the NBRSS must be able to assess the effectiveness of current and proposed business practices, convey the capabilities of the chosen ERP software, engage groups affected by automation of business practice change (stakeholders) in a meaningful exchange of information, provide accurate information regarding design and implementation timing and progress, and foster new methods of work. These activities are enhanced by thorough stakeholder involvement and effective two-way communication.

The NBRSS Communication Plan draws upon the events described in the CMP and helps ensure that messages conveyed from the launch of the NBRSS project through its completion provide clear, consistent, and timely information to individuals who will affect its success and adoption. It provides a broad framework upon which to build and sustain the involvement of all audiences.

Based on information partly from the NBRSS Implementation Plan and the CMP, the business drivers and objectives of the Communication Plan include the following:

- To promote the NBRSS not just as a new system, but also as a business imperative for the NIH to keep pace with technological advances and the improvement of support services,
- To effectively integrate and align people, processes, and technology using appropriate communication components to support the rollout of the NBRSS project,
- To support a more streamlined, integrated, and efficient method of doing business,
- To incorporate NIH's strategic vision and goals, administrative and scientific support objectives, and types of information pertinent to specific communities,
- To promote an understanding of the case for change, the methodology employed, and the benefits of teamwork in developing and maintaining an integrated ERP solution,
- To ensure information is delivered to the right audience at the right time,

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- To identify specific methods and channels of communication for the delivery of clear, consistent, and timely information to stakeholders,
- To set expectations and identify specific changes to existing ways of doing business that must be made in order to realize other benefits of an ERP solution,
- To provide a communication framework that can be adapted and expanded to support all phases of the NBRSS project,
- To incorporate multiple channels for managing expectations and disseminating project progress, and
- To establish practices, which will anticipate and facilitate responses to issues, inquiries, and comments.

3 Why is Communication Important?

The Communication Plan provides key messages and themes for the promotion of change, while gaining the support of others. Delivering the right messages through formal communications, together with events planned to create dialogue among stakeholders about important issues, helps build acceptance and confidence needed for success, while minimizing resistance and uncertainty.

Effective communication is particularly important for NBRSS due to the highly distributed nature of the NIH organization. With 27 institutions and centers representing different communities with varying missions, it is imperative to convey the right messages, at the right times, to the right stakeholders, via the right medium. Doing so assists in promoting the changes that NBRSS represents.

4 Communication in the NBRSS Structure

The Project Management Team has ensured community involvement and support in the design and oversight process by including stakeholders as an integral part of the NBRSS structure. The NBRSS governance detailed in both the Implementation Plan and the Change Management Plan was created with open, two-way communication in mind and has created the structure through which NBRSS stakeholders communicate. Below are descriptions of the key stakeholder groups within the NBRSS project:

Resource Teams (RTs): Design of NBRSS modules depends upon the sound advice and input of well informed, technically sound end-users. In both the design and implementation, the NBRSS will use standing teams of end-users, known as Resource Teams. These teams will provide information on current business practices and will participate in the design of business practice changes. As end-users, the RTs are the primary conduit of communications to NIH's functional communities.

Functional Advisory Committees (FACs): FACs represent the management and policy level of end-user. The role of the FACs is to evaluate proposed business processes, policy or delegation of authority changes, and system usability to ensure that proposed changes are consistent with increased efficiency. The FACs also provide a way to communicate with and provide advocacy for the larger NIH community.

Functional Team Members: The Functional Team Members also play an important role in communication. They provide input on the design of business processes to the RTs, the Functional Lead, the Change Management Team (CMT) and the FACs. This role is critical in preparing the user communities and assessing the organizational impact of the NBRSS on the NIH.

In addition to the above stakeholders, the CMT will identify existing communication opportunities with OD Functional Managers, EOs and Intramural and Extramural Community AOs, then coordinate the presentation of NBRSS communications. Where communication opportunities do not exist with these stakeholders, the CMT will establish periodic communication meetings to facilitate information exchange. In both cases, the CMT will request discussion topics and from the stakeholder group and provide an opportunity to review and adjust the agenda.

Whenever possible, communications to the various stakeholder groups should be planned in conjunction with project milestones. The person responsible for delivering the communications, the messenger, should select what milestones need supporting communication and to whom, and should coordinate the delivery to coincide with key NBRSS milestones. Key milestones include, but are not limited to: completion of design phase, conference room pilots (CRPs), acceptance testing, training events and deployment activities.

5 Communication Approach – Communication Plan Activity Overview

The CMT reviewed the NBRSS goals and objectives, as well as the five (5) phases of the R²i methodology. It was determined that communication activities will be dynamic and are therefore envisioned to change as project demands evolve. As a result, the CMT concluded that communication activities would be reviewed at each phase of the project to assess if adjustments should be made based on experiences that will have already occurred.

The CMT's strategy for completing the Communication Plan was to collect information as it pertained to NBRSS's Communication Plan objectives and then analyze and document findings. Activities completed and detailed in this chapter include the following:

- Communication Issues and Opportunities for the NBRSS project
- Identification of Anticipated Project Issues and Responding Messages
- Assessing Communication Effectiveness
- Communication Objectives for Each Stakeholder Group
- Identification of Additional Communication Vehicles

5.1 Communication Issues and Opportunities for the NBRSS Project

Summary: The CMT identified major communication issues and opportunities based on the definition of current and proposed communication pathways among NBRSS stakeholder groups. Conclusions are outlined below.

- There are stakeholders unaware of the NBRSS project. Communication opportunities to announce the project to these individuals exist today.
- There are individuals who are not aware of the process and/or procedures for becoming involved in the NBRSS project. There are opportunities to deliver this information to appropriate audiences.
- Although corporate NIH is a very decentralized organization with 27 Institutes and Centers (ICs), internally, many ICs have top-down hierarchical structures that may pose challenges for information dissemination and flow.

5.2 Stakeholder Feedback

An important element of effective project communication is soliciting and responding to feedback from stakeholder groups. One method of encouraging, capturing and responding to stakeholder feedback is through the use of Frequently-Asked Questions (FAQs). The CMT has developed a basic list of typical ERP implementation questions. The CMT will ask the functional teams, FACs and RTs to add any additional questions they feel necessary. Responses to these questions will be presented to the PMT for approval, then the FAQs and responses will be posted on the NBRSS website. The purpose and content of the FAQ site will be then be communicated to all stakeholders groups. The use of FAQs will promote consistent communication both within the NBRSS team as well as with external stakeholders.

5.3 Assessing Communication Effectiveness

It is important to track the effectiveness and impact of communication initiatives in order to ensure that communication is clear, consistent and effective through the life of the project. Accordingly, the CMT will use informal as well as formal mechanisms for assessing the impact of NBRSS communications. Feedback from the Steering Committee, PMT, Functional Teams, FACs, RTs and other stakeholder groups will be evaluated and considered in future communication efforts. Additionally, the CMT will periodically deliver surveys to various stakeholder groups within the project team as well as externally that measure the effectiveness of communication as well as progress in other change management areas. The data captured in the surveys will be summarized, presented to the PMT and tracked throughout the project.

5.4 Communication Objectives for Each Stakeholder Group

Each stakeholder group has distinct objectives and requirements that drive communication messages, vehicles, and frequency. On the next page is a table that details how NBRSS will communicate with each stakeholder group.

The “Accountable Information Resource” is responsible for formally gathering and synthesizing the necessary information needed by the “Messenger” at the “Frequency” noted and consistent with the type of communication vehicle specified. The messenger then validates that the information meets the communication objective(s) and, as necessary, seeks the assistance of the appropriate staff in delivering the communication to the stakeholder group in the appropriate setting. While the frequency of communication with many stakeholder groups is determined by regular meeting schedules, the “Messenger” has discretion as to whether the specified communication should occur and when.

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
IC Directors	Project status report	Management Advisor	Regular Meeting	Ad hoc	As needed	Project Manager
	Policy Issues	PMT member/s (as appropriate)	1:1 meeting and/or Email	Ad hoc	As needed	Project Manager
	Integration of NBRSS project with other systems	Functional Teams Manager Technical Manager	1:1 meeting and/or Email	Ad hoc	As needed	Project Manager
	How project affects ICs	Individual from the PMT	Regular Meeting	Ad hoc	As needed	Project Manager
Deputy Director for Management (DDM)	Project status report	Management Advisor	1:1 meeting	Biweekly	Verbal Presentation	Project Manager
	Steering Committee issues	Project Manager	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager
	Policy Issues	PMT member/s (as appropriate)	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager
	Integration of NBRSS project with other systems	Functional Teams Manager Technical Manager	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager
	Project Budget	Operations Manager	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager
	Project team staff changes approved by the Steering Committee	Project Manager	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager
	DHHS Issues	Project Manager Management Advisor	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager
	Scope creep and application customization issues	Functional Teams Manager Technical Manager	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager
	Key player commitment	Project Manager	1:1 meeting and/or Email	Biweekly	Verbal Presentation	Project Manager

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
EOs	Project status report	Management Advisor	Regular Meeting	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Steering Committee Issues	Project Manager	Regular Meeting	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Policy Issues	PMT member/s (as appropriate)	Regular Meeting	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Integration of NBRSS project with other systems	Functional Teams Manager Technical Manager	Regular Meeting	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Project Budget	Operations Manager	Regular Meeting	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Staff changes as they relate to the EOs	Project Manager	Regular Meeting	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Scope creep and application customization issues	Functional Teams Manager Technical Manager	Regular Meeting	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Project training schedules and attendees	Change Management Director	Regular Meeting/Emails	Monthly or Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
Scientific Directors and Scientists	Assurance that functionality is available and that processes and transactions will be improved	Functional Teams Manager Technical Manager	Regular Meeting	Ad hoc	Email/Reports and/or Verbal Presentations	Project Manager
	Project training schedules and attendees	Change Management Director	Regular Meeting/Emails	Ad hoc	Email/Reports and/or Slide Presentations	Project Manager

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
OD Functional Managers	Project status report and Functional Team status	Management Advisor	Additional Meeting	Monthly and Ad hoc	Email/Reports	Functional Teams and/or Change Management Director
	Functional issues	Functional Teams Manager Technical Manager	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Change Management issues	Change Management Director, CMT Rep	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Organizational Impact	Change Management Director, CMT Rep, Functional Team Rep	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Training/Workforce Transition issues	Change Management Director, CMT Rep	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Policy Issues as they relate to their areas	PMT member/s (as appropriate)	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Integration of NBRSS project in their functional areas	Functional Teams Manager Technical Manager	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Staff changes as they relate to the OD Functional Managers	Project Manager	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Scope creep and application customization issues specific to their functional area	Functional Teams Manager Technical Manager	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Project training schedules and attendees	Change Management Director	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director
	Orchestration and degree of post-production support	Change Management Director	Additional Meeting	Monthly and Ad hoc	Email/Reports and/or Slide Presentations	Functional Teams and/or Change Management Director

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Resource Teams (RTs)	End user issues	Functional Team Members	Meetings	Weekly	Written and Verbal	Functional Team members
	Ease of end user system use	Functional Team Members	Meetings	Weekly	Written and Verbal	Functional Team members
	Acceptance of NBRSS among the NIH community	Functional Team Members	Meetings	Weekly	Written and Verbal	Functional Team members
	Scheduling issues pertaining to the project rollout	Functional Teams Manager, Technical Manager, Change Management Director	Meetings	Ad hoc	Written and Verbal	Functional Team members
	Organizational impact	Functional Team Members	Meetings	Weekly	Written and Verbal	Functional Team members
	Process changes	Functional Team Members	Meetings	Weekly	Written and Verbal	Functional Team members
	Training schedules and attendees	Change Management Director	Meetings	Weekly	Written and Verbal	Functional Team members
	Orchestration and degree of post-production support	Change Management Director	Meetings	Weekly	Written and Verbal	Functional Team members
	Resource team member roles, involvement and time constraints in relation to the NBRSS	Functional Team Members	Meetings	Weekly	Written and Verbal	Functional Team members
	Method and the extent Resource Team members will communicate information to their peers	Functional Team members and CMT members	Meetings	Weekly	Written and Verbal	Functional Team members

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Steering Committee	Project status report	Management Advisor	Regular Steering Committee Meeting	Bi-weekly	Email/Reports and/or Slide Presentations	Project Manager
	Policy issues	PMT member/s (as appropriate)	Regular Steering Committee Meeting	Bi-weekly	Email/Reports and/or Slide Presentations	Project Manager
	Integration of NBRSS project with other systems	Functional Teams Manager, Technical Manager	Regular Steering Committee Meeting	Bi-weekly	Email/Reports and/or Slide Presentations	Project Manager
	Project budget	Operations Manager	Regular Steering Committee Meeting	Bi-weekly	Email/Reports and/or Slide Presentations	Project Manager
	Project staff changes	Project Manager	Regular Steering Committee Meeting	Bi-weekly	Email/Reports and/or Slide Presentations	Project Manager
	Scope creep and application customization issues	Functional Teams Manager, Technical Manager	Regular Steering Committee Meeting	Bi-weekly	Email/Reports and/or Slide Presentations	Project Manager
	DHHS issues	Project Manager Management Advisor	Regular Steering Committee Meeting	Bi-weekly	Email/Reports and/or Slide Presentations	Project Manager
	Key player commitment	Project Manager	Regular Steering Committee Meeting	Bi-weekly	Verbal	Project Manager

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Functional Advisory Committees (FACs)	Policy issues	Functional Team Members	Regular Meetings	Bi-weekly	Written and verbal	Functional Team members
	Business process issue resolution	Functional Team Members	Regular Meetings	Bi-weekly	Written and verbal	Functional Team members
	Process approvals to Functional Teams	FAC*	Regular Meetings	As needed	Written	Functional Team members
	Organizational Impact Assessment	Functional Team members	Regular Meetings	As needed	Written	Functional Team members
	Significant workforce planning issues and impacts	Change Management Director	Regular Meetings	Bi-weekly	Written and verbal	Functional Team members
	Project schedule	Functional Team members	Regular Meetings	Bi-weekly	Written and verbal	Functional Team members
	Scheduling issues pertaining to the project rollout	Functional Teams Manager, Technical Manager, Change Management Director	Regular Meetings	Bi-weekly	Written and verbal	Functional Team members
	Project staff changes as it relates to the FACs	Functional Teams Manager, Technical Manager	Meetings	Bi-weekly	Written and verbal	Functional Team members

*Note: This stakeholder group serves as both the accountable information resource and the messenger, depending on the communication objective.

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
PMT	Project status report	Management Advisor	Regular PMT Meeting	Daily	Verbal	Project Manager
	Steering Committee issues	PMT member/s (as appropriate)	Regular PMT Meeting	Daily	Verbal	Project Manager
	Policy Issues as they relate to their areas	PMT member/s (as appropriate)	Regular PMT Meeting	Daily	Verbal	Project Manager
	Integration of NBRSS project with other systems	Functional Teams Manager, Technical Manager	Regular PMT Meeting	Daily	Verbal	Project Manager
	Project budget	Operations Manager	Regular PMT Meeting	Daily	Verbal	Project Manager
	Staff changes as they relate to the PMT	Project Manager	Regular PMT Meeting	Daily	Verbal	Project Manager
	Scope creep and application customization issues	Functional Teams Manager, Technical Manager	Regular PMT Meeting	Daily	Verbal	Project Manager
	Project training schedules and attendees	Change Management Director	Regular PMT Meeting	Daily	Verbal	Project Manager
	DHHS issues	Project Manager Office Manager	Regular PMT Meeting	Daily	Verbal	Project Manager
	Key player commitment	Project Manager	Regular PMT Meeting	Daily	Verbal	Project Manager

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Functional Team Members	Project status report	Management Advisor	Regular Meeting	As scheduled or Ad hoc	Discussions Written literature Q&A sessions	Functional Teams Manager
	Scheduling issues pertaining to the project rollout	Functional Teams Manager, Technical Manager, Change Management Director	Meetings	As scheduled or Ad hoc	Discussions Written literature Q&A sessions	Functional Teams Manager
	Process design to FAC and RT	Functional Team Members*	Meetings	As Scheduled	Written	Functional Teams Manager
	Organizational impact to FAC, RT	Functional Team Members	Meetings	As Scheduled	Written	Functional Teams Manager
	Issues associated with the project	Functional Teams Manager, Technical Manager	Meetings	As scheduled or Ad hoc	Discussions Written literature Q&A sessions	Functional Teams Manager
	Scheduling issues pertaining to the project rollout	Functional Teams Manager, Technical Manager, Change Management Director	Meetings	As scheduled or Ad hoc	Various	Functional Teams Manager
	Issues associated with the external community (i.e.: project rumors)	Change Management Director	Meetings	As scheduled or Ad hoc	Discussions Written literature Q&A sessions	Functional Teams Manager
	An understanding of formal communication paths	Change Management Director	Meetings	As scheduled or Ad hoc	Discussions Written literature Q&A sessions	Functional Teams Manager

*Note: This stakeholder group serves as both the accountable information resource and the messenger, depending on the communication objective.

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
CIO and CIT	Assurance that the system is delivered on schedule, with appropriate functionality	Functional Teams Manager, Technical Manager	Meetings	Biweekly	Meetings	Project Manager
	Integration of NBRSS project with NIH architecture to help achieve the mission and goals of the NIH	Functional Teams Manager, Technical Manager	Meetings	Biweekly	Meetings	Project Manager
IC IT Support	Understanding of IC IT role in the implementation process and post-production support activities	Functional Teams Manager, Technical Manager	Meetings	Ad hoc	Meetings	Technical Manager
	Training and knowledge transfer to adapt to new business processes and technology	Functional Teams Manager, Technical Manager	Meetings	Ad hoc	Various (ie: newsletter, Email, meetings, etc.)	Technical Manager
EEO Community	Workforce Planning Issues (<i>ie: What are the impacts related to the workforce?</i>)	Workforce Planning Coordinator	Meetings	Ad hoc	Meetings	Change Management Director
	Employee accommodations	Workforce Planning Coordinator	Meetings	Ad hoc	Meetings	Change Management Director

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Middle Managers: Budget Officers, Contracting Officers, Property Managers, etc.	Workforce transition issues/changes	Functional team members	Meetings	Ad hoc	Meetings	Functional Teams and/or Change Management Director
	Scheduling issues pertaining to the project rollout	Functional team members	Meetings	Ad hoc	Various	Functional Teams and/or Change Management Director
	Process changes	Functional team members	Meetings	Ad hoc	Various	Functional Teams and/or Change Management Director
	Staffing and workload issues	Functional team members	Meetings	Ad hoc	Various	Functional Teams and/or Change Management Director
	Training and knowledge transfer to adapt to new business processes and technology	Functional team members	Meetings	Ad hoc	Various (ie: newsletter, Email, meetings, etc.)	Functional Teams and/or Change Management Director
	Orchestration and degree of post-production support	Functional team members	Meetings	Ad hoc	Various (ie: newsletter, Email, meetings, etc.)	Functional Teams and/or Change Management Director
	Scheduling issues pertaining to the project rollout	Functional team members	Meetings	Ad hoc	Various	Functional Teams and/or Change Management Director
	Flow of project communication	Functional team members	Meetings	Ad hoc	Various	Functional Teams and/or Change Management Director
	Policy issues and authorities	Functional team members	Meetings	Ad hoc	Meetings	Functional Teams and/or Change Management Director
	Data access, integrity, and integration	Functional team members	Meetings	Ad hoc	Meetings	Functional Teams and/or Change Management Director

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Extramural Community	Training/Scheduling of project rollout	Functional team members, Change Management Team	Meetings	Ad hoc	Various	Functional Team members
	Data access, integrity, and integration with IMPAC II	Functional Teams Manager, Technical Manager	Meeting	Ad hoc	Meetings	Functional Team members
End Users	Ease of end user system use	Functional Team members, Change Management Director, Resource Teams	Various	Ad hoc	Various	Functional Team members
	Explanation of process changes	Resource Teams*	Various	Continuous	Various	Functional Team members
	Scheduling issues pertaining to the project rollout	Functional Teams Manager, Technical Manager, Change Management Director, Resource Teams	Various	Ad hoc	Various	Functional Team members
	Acceptance of NBRSS among the NIH community	Functional Team Members, Change Management Director Resource Teams	Various	Ad hoc	Various	Functional Team members
	Training schedules and attendees	Change Management Director Resource Teams	Various	Ad hoc	Various	Functional Team members
	Orchestration and degree of post-production support	Change Management Director	Various	Ad hoc	Various	Functional Team members

*Note: This stakeholder group serves as both the accountable information resource and the messenger, depending on the communication objective.

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Administrative Officers: AOs (Intramural and Extramural)	Workforce transition issues/changes	Change Management Director, RTs, FACs	Various	Monthly	Meetings	Functional Teams and/or Change Management Director
	Staffing and workload issues	Change Management Director, RTs, FACs	Various	Monthly	Various	Functional Teams and/or Change Management Director
	Process changes	Change Management Director, RTs, FACs	Various	Monthly	Various	Functional Teams and/or Change Management Director
	Organizational impact	Change Management Director, RTs, FACs	Various	Monthly	Various	Functional Teams and/or Change Management Director
	Training and knowledge transfer to adapt to new business processes and technology	Change Management Director, RTs, FACs	Various	Monthly	Various (ie: newsletter, Email, meetings, etc.)	Functional Teams and/or Change Management Director
	Scheduling issues pertaining to the project rollout	Functional Teams Manager, Technical Manager, Change Management Director, RTs, FACs	Various	Monthly	Various	Functional Teams and/or Change Management Director
	Orchestration and degree of post-production support	Change Management Director, RTs, FACs	Various	Monthly	Various	Functional Teams and/or Change Management Director
	Scheduling issues pertaining to the project rollout	Functional team members and Change Management Team, RTs, FACs	Various	Monthly	Various	Functional Teams and/or Change Management Director
	Flow of project communication	Change Management Director, RTs, FACs	Various	Monthly	Various	Functional Teams and/or Change Management Director
	Policy issues and Authorities	PMT member/s (as appropriate), RTs, FACs	Meetings	Monthly	Various	Functional Teams and/or Change Management Director

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Stakeholder Group	Objectives of Project Communication	Accountable Information Resource	Setting	Frequency	Vehicle	Messenger
Administrative Officers: AOs (Intramural and Extramural) (Continued)	Acceptance of NBRSS among the NIH community	Functional Team Members, Change Management Director, RTs, FACs	Meetings	Monthly	Various	Functional Teams and/or Change Management Director
	Data access, integrity, and integration	Functional Teams Manager, Technical Manager, RTs, FACs	Meetings	Monthly	Various	Functional Teams and/or Change Management Director
	End user issues	Functional Team Members, Change Management Director, RTs, FACs	Meetings	Monthly	Various	Functional Teams and/or Change Management Director
	Ease of end user system use	Functional Team Members, Change Management Director, RTs, FACs	Meetings	Monthly	Various	Functional Teams and/or Change Management Director
	Administrative Officer roles, involvement and time constraints in relation to the NBRSS	Functional Team Members, Change Management Director, RTs, FACs	Meetings	Monthly	Various	Functional Teams and/or Change Management Director
	Method and the extent Administrative Officers will communicate information to their peers	Functional Team Members, Change Management Director, RTs, FACs	Meetings	Monthly	Various	Functional Teams and/or Change Management Director

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5.5 Identification of Additional Communication Vehicles

The CMT identified other communication vehicles that appear to be appropriate for communication within the NBRSS project. Best practices dictate that a range of media or vehicles be used to reach appropriate audiences. The vehicles and channels of communications -- combined with messages and audiences -- must be managed as a system, or replicable process, rather than as random, disconnected elements. Examples include print, electronic, and face-to-face methods. It is important examine the vehicles selected to ensure that there are some vehicles that “push” information to key audiences and stakeholders in an effort to move information from the CMT directly out to the stakeholder audiences (i.e: Email, face-to-face meetings, etc.). All too often communication plans rely heavily on passive communications vehicles – those that require the target to seek out information through web sites and other means. The CMT identified the following communication vehicles and their objectives to be used on the project as identified in the table below.

Vehicle	Audience/ Stakeholder Groups	Objective	Frequency	Accountable Resource for creation and maintenance	Resources involved in the creation and maintenance	Example of Content	Date Vehicle Initially Deployed
Newsletter and other publications (i.e.: CIT Interface, NIH Record, fliers, etc.)	Established distribution list and other interested parties	To provide accurate and timely project-related information	Monthly	Marina Gregory	Helen Lee: Training; Allyson Browne: Change Management Functional Team members as needed	Status updates, highlights, training, testimonials	Currently occurring
Word of Mouth	All stakeholder groups	To distribute and communicate accurate information	Constant	Everyone	Everyone	Everything	Constant
Website	All stakeholder groups (external and internal)	To provide accurate and timely project-related information	On-going	Allyson Browne	Change Management Team members and web vendor	Project history, training schedules, calendar of events, background, links to other resources, project-related issues and other detailed information	Interim site is currently running: New website is scheduled for production during late summer or early Fall 2001

Communication Plan

Revised 11/05/2001

Vehicle	Audience/ Stakeholder Groups	Objective	Frequency	Accountable Resource for creation and maintenance	Resources involved in the creation and maintenance	Example of Content	Date Vehicle Initially Deployed
Official Correspondence	All stakeholder groups as appropriate	To deliver high-level communication	As needed	Varies depending on subject	Varies	Varies	As needed
Emails/Listserv	Limited to specific groups based on subject	To provide subject-specific information using a semi-open or closed forum	As needed	Varies depending on subject	Varies	Varies	As needed
Meetings (including brown bags and town hall meetings)	Specific/general audience based on meeting purpose and content	To present and discuss project-related information	As scheduled and as needed	Varies	Varies	Varies	As needed
'Hands-On Training'	NIH community specific to the functional tracks being implemented	To allow the NIH Community to become familiar with the system prior to rollout	As scheduled and as needed	Helen Lee	Functional and technical team members; Change Management Team members; Eric Cole; Potentially training vendor	N/A	July 2002
Competency Center	Application end users and/or others affected by the system	To provide support to application end users with issues and inquiries	As needed	Carol Perrone	Change Management Team (for requirements); Functional and Technical Team member	TBD	October 2002
Policy Directives	Members of affected functional areas	To issue consistent policy that reflects the pertinent changes	As needed	Each functional team	Functional team members, FAC, Resource Teams, Functional Offices, OMA	Varies	Varies
Marketing Tools (i.e.: tray covers, mouse pads, post-its, etc.)	All stakeholder groups	To create awareness of project-related activities to the general NIH Community	On-going	Allyson Browne	Change Management Team members	Competency center, General promotion, project status, processes, quick reference guides, training schedules, etc.	August 2001
CIT Video cast	All stakeholder groups affected by the NBRSS	Information Dissemination or tutorials	As needed or available	CIT and Change Management Team	CIT and Change Management	Tutorials and presentations	TBD

Communication Plan

Revised 11/05/2001

Vehicle	Audience/ Stakeholder Groups	Objective	Frequency	Accountable Resource for creation and maintenance	Resources involved in the creation and maintenance	Example of Content	Date Vehicle Initially Deployed
				members	Team members		
Feedback Surveys	All stakeholder groups	To measure the effectiveness of change management and other project-related activities; To be aware of issues	Web surveys-on-going; Otherwise 'as needed'	Change Management Team members respective of roles	Change Management Team members	Specific to training, change management, and workforce transition, etc.	As needed
Web Discussion Room	All stakeholder groups affected by the NBRSS	To provide an open forum between project management and the general NIH community	TBD	TBD	TBD	TBD	TBD
Conference Calls	All stakeholder groups affected by the NBRSS	To provide an open forum between project management and the general NIH community	TBD	TBD	TBD	TBD	TBD
Road Shows	All stakeholder groups affected by the NBRSS	Gain support and create awareness of project-related activities to the general NIH Community or specific audiences	TBD	Project Management Team members and the Change Management Team	Project Management Team members and the Change Management Team	Group and audience-specific	TBD